



# **CAO Feedback and Lessons Learned - FY 00**

# What's Working Better Overall

## \* Training Plan

- ▮ **Planning in General (CAOs are using results)**
- ▮ **IMS Concept**
- ▮ **CAO Reviews +- (inconsistency among Districts)**
- ▮ **"Why are we doing this?" - line in the Plan**
- ▮ **Workshop (CAO presentations)**
- ▮ **Negotiations +- (inconsistency among Districts)**

# What's Working Better Overall

## \* Budget Formats

- ▮ District IMS Focal Points (great job communicating)
- ▮ Standardized Performance Contract DCMC-wide
- ▮ Performance Contract Easier +/-
- ▮ Notification the Contract has been accepted
- ▮ Impromptu Queries developed locally +/-

# What Needs Improvement Overall

**\* Conflicting answers between DCMC and District process owners to the CAOs.**

**▮ Feedback tools due dates/conferences do not coincide; therefore, do not lead to good planning.**

**▮ No universal method to have questions answered on the Performance Planning process.**

# **What's Been Done to Improve Overall**

- \* Videotaping workshop breakout sessions on Day 3 for distribution throughout Command.**
- ▮ Shared FY 00 District and CAO supplemental performance plans with HQ process owners during FY 01 goal development (to help them understand impact on field organizations).**
- ▮ Collecting and publishing Q&A from workshop via Access database on DCMC home page.**

# **What's Been Done to Improve Overall (Continued)**

- ▮ **Implementing new Internal Risk Management (IRM) policy this cycle.**
- ▮ **IRM integrates assessment tools at output stage (OFIs) and ties evaluation of OFIs to annual planning and budgeting cycle.**
- ▮ **More integration of tools and scheduling expected next cycle.**

# **What Needs Improvement Plan**

- ▮ The Metrics Guidebook does not align with the Performance Plan or the One Book.**
- ▮ Goals are not simple, measurable, actionable, reportable, and time-based (SMART).**
- ▮ DCMC Performance Plan does not capture customer needs.**

# **What's Been Done to Improve Plan**

- \* Performance goal targets removed from the Metrics Guidebook--eliminates inconsistencies that previously existed.**
- ▣ The Metrics Guidebook contains metrics data only; the Plan contains goals/targets.**
- ▣ HQ doing a better job of maintaining the links among the documents.**
- ▣ Solicited CAO feedback on draft FY 01 goals early in process.**
- ▣ Shared CAO feedback with process owners during one-on-one meetings with Planning Team--many goals were revised as a result.**



# **What's Been Done to Improve Plan (Continued)**

- \* Shared FY 00 District and CAO supplemental performance plans with HQ process owners during FY 01 goal development (goal: to better understand impact on field organizations).**
- ▮ Added customer liaison representative to the Planning Team.**
- ▮ Using Board of Directors to solicit customer and stakeholder feedback on our process and plan.**

# **What Needs Improvement Contract**

- ▮ **No direct correlation between performance and FTEs.**
- ▮ **Performance Contract and supporting spreadsheets not sufficiently tested before dissemination.**

# **What's Been Done to Improve Contract**

- ▮ The FY 01 Performance Plan is structured by the 12 service sets--promotes consistency with unit cost and One Book.**
- ▮ FTEs are also be aligned by service set in the Performance Contract (PLAS hours roll up to service sets).**
- ▮ Performance Contract was formally tested prior to deployment.**
- ▮ Errors/discrepancies that were identified were corrected.**
- ▮ How to complete contract and input spreadsheets being demonstrated at workshop.**

# What Needs Improvement<sup>12</sup> Resourcing & Budgeting

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**\*Business Case too cumbersome.**

# What's Been Done to Improve Resourcing & Budgeting

- Implemented new fact sheet alternative to full Business Case.
- BPT panel discussion at workshop addressing Business Case process.

# What Needs Improvement Assessment & Feedback

- - ▮ **Lack of configuration management for data cubes.**

# What's Been Done to Improve Assessment & Feedback

- More information on data cubes being provided on BIC home page.
- BIC breakout session at workshop addressing these issues.

# **What Needs Improvement Workshop**

- ▮ **Goal Owner participation at workshop.**
- ▮ **CAO inability to send multiple players to the workshop (i.e., Ops, TAG, senior leadership).**
- ▮ **Lack of a unified interpretation by Districts of DCMC direction.**



# **What's Been Done to Improve Workshop**

- \* Planning Team met one-on-one with goal owners to share CAO feedback and to improve goal quality.**
- ▮ Standard templates provided to goal owners for their workshop presentations (contains information of most interest to CAOs).**
- ▮ Workshop agenda changed to allow for more Q&A time during goal owner presentations (3 groups with Q&A session after each group).**
- ▮ End-of-Year Status Calculation added for each goal in the plan.**

# **What's Being Done to Improve Workshop (Continued)**

- \* Video taping workshop breakout sessions on Day 3 for distribution throughout Command.**
- ▮ Invited customer liaisons to workshop.**
- ▮ BPT panel discussion at workshop focusing on key topics identified by CAOs.**
- ▮ Some of these topics also covered in IMS overview presentations by HQ staff.**

# Miscellaneous Recommendations

## Overall

- ▮ Train a person in the CAO on data manipulation
- ▮ Multi-year plan
- ▮ FTE Execution Plan not useful at CAO level
- ▮ Transfer between Object Classes
- ▮ Standardized DCMC Budget process
- ▮ Would like to see DCMC HQ's IMS results (IOA, USA, MCRs)
- ▮ IOA purpose seems to be more punitive than assist
- ▮ Corrective Action Plans - too time consuming, no value added, too frequent, inconsistent reporting requirements, WHY are they

required???